

# The Bayt.com Middle East Job Index Survey

February 2015





Section 1

# PROJECT BACKGROUND

# Objectives

- To gauge perceptions of job availability and hiring.
- To identify trends in the Middle East job market.
- To provide an understanding of the required key skill sets and qualifications.



# Calculation of Indices and Benchmarking

- The indices which concentrate on measuring the job market are the :
  - Job Index (JI)
  - Hiring Expectancy Index (HEI)
- The indices aim to measure the potential opportunities that are present in the market.
- The Job Index is composed of the following two questions:
  - Q1 - Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?
  - Q2 - With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organization or for your clients if you are in the recruitment field or an HR consultant? (This question also measures the HEI).

# Calculation of Indices and Benchmarking

- The index is calculated according to the following formula:

$$\text{Index Value} = (\text{Current period value} / \text{Base period value}) * 100$$

- Current period's value for each question is calculated as:

$$\begin{aligned} &(((\text{Number of optimistic answers} - \text{Number of pessimistic answers}) / \text{Achieved sample}) * 100) \\ &+ 100 \end{aligned}$$

- Current period values for each question are summed up to obtain current period's value for the overall index.
- The current period's value calculated for October 2009 is fixed as the base period value.
- The base period of the index is set as October 2009 and the value of the index at this period is 100.
- The index has a point of scale ranging from 0 to 200.
- The JI is calculated from Q1 and Q2.
- The HEI is calculated using only Q2.
- JI and HEI are calculated separately for each country.



# Calculation of Indices and Benchmarking

- The indices which concentrate on measuring job market are the :
  - Job Index (JI)
  - Hiring Expectancy Index (HEI)
- The aim is to measure the potential opportunities that are present in the market.
- The Job Index (JI) is composed of the following two questions:
  - Question 1 - Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?
  - Question 2 - With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organization or for your clients if you are in the recruitment field or an HR consultant? (This question also measures the HEI).

# Calculation of Indices and Benchmarking

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  - $\text{Index Value} = (\text{Current Period Value} / \text{Base Period Value}) * 100$
- Current period's value for each question is calculated as =  $((\text{Number of optimistic answers} - \text{Number of pessimistic answers}) / \text{Achieved sample}) * 100) + 100$
- Current period values for each question are summed up to obtain current period's value for the overall index.
- Current period's value calculated for October 2009 would be fixed as the base period value.
- The base period of the index is set as October 2009 and the value of the index at this period is 100.
- The index has a point of scale ranging from 0 to 200.
- The JI is calculated from question 1 and question 2.
- The HEI is calculated using only question 2.
- JI and HEI would be calculated separately for each country.

## Key findings

- Overall, the Job Index has decreased by one point since the last wave of August 2014. In the UAE, the Job Index has decreased by four points since August 2014.
- Three-fifths of working respondents in the MENA state that they will be hiring in the next 3 months. Plans to hire in the next 3 months are higher in the GCC, with 37% 'definitely' hiring, compared to 30% in the Levant and 29% in North Africa.
- Looking at future hiring expectations, seven in 10 working respondents state that they would be hiring in a year's time. The plans for hiring in a year's time shows more positive results amongst the GCC countries, with 37% 'definitely' hiring after 12 months, compared to 30% in Levant and North Africa.
- 65% of those who plan to hire in the next 3 months indicate that they would be hiring for up to 10 positions.
- Over three-fifths (64%) of working respondents state that their companies have hired new employees within the past 6 months.



## Key findings

- The trend continues from past waves with most employers planning to hire people for junior or mid-level executive positions.
- Accountants (17%) and Sales Managers (16%) are the top job roles companies will be looking for in the next 3 months.
- Graduation/Post Graduation degrees in Business Management is still the most sought after qualification in the MENA. This is followed by degrees in Engineering and Commerce.
- Good communication skills in Arabic and English is still the top attribute companies look for in a respondent, followed by 'being a team player'.
- In terms of experience, managerial skills are still the most sought after, followed by experience in sales and marketing, and computer skills.



## Key findings

- Overall, two-fifths believe that their country of residence is more attractive as a job market in comparison to other MENA countries.
- When compared to the Levant region (16%) and North Africa (19%), significantly more respondents in the GCC (40%) think that their country of residence is a more attractive job market.
- Almost half of working respondents rate their own industry as being more attractive as a potential employer in comparison to other industries.
- Overall, Banking and Finance still emerges on top in terms of the industry which respondents consider to be attracting/retaining talent in their country of residence.



Section 2

# RESEARCH METHODOLOGY

# Sample Definition

## **Age and Gender:**

Adult males and females

Aged 18+ years

## **Nationalities:**

GCC Arabs, North Africans, Levantines, Western Expats, Asians

## **Country of Residence**

**GCC:** UAE, KSA, Kuwait, Oman\*, Qatar, Bahrain\*

**Levant:** Lebanon\*, Syria\*, Jordan

**North Africa:** Egypt, Morocco\*, Algeria\*, Tunisia\*

**Asia:** Pakistan

\*Low sample for current wave

## **Data Collection**

All data was collected online. Fieldwork was done between 11 December 2014 and 20 January 2015. The total number of successful online interviews achieved was 2,694. Of these, 2,516 were of working status.



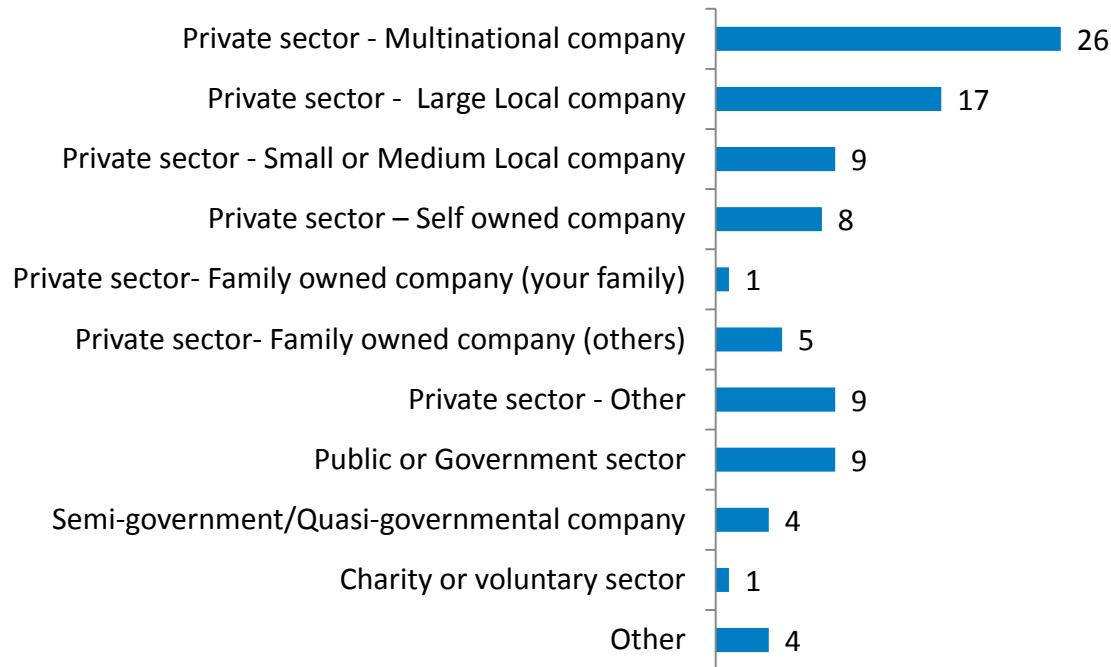
Section 3

# RESPONDENT PROFILE

# Sector of work

- Three-quarters of respondents are working in the private sector, with about a quarter working in a multinational company.
- Only 7% are not currently working.

## Sector currently working in



**Base: Total (2694)**

Q. In which of the following sectors do you work?

**All figures are %'s**

# Sector of work

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	527	341	306	153	33	71	99	31	149
Private sector - Multinational company	25	28	33	30	30	28	26	13	19
Private sector - Large Local company	23	13	19	15	27	25	12	13	12
Private sector - Small or Medium Local company	11	11	10	13	6	8	13	-	9
Private sector - Self owned company	9	6	3	5	9	4	8	6	7
Private sector- Family owned company (your family)	1	1	*	3	-	-	4	-	2
Private sector- Family owned company (others)	9	5	6	3	-	6	9	16	6
Private sector - Other	6	10	11	8	9	6	7	13	12
Public or Government sector	6	9	6	10	6	8	1	23	9
Semi-government/Quasi-governmental company	2	6	3	5	-	1	-	-	3
Charity or voluntary sector	1	-	-	-	-	-	-	10	2
Other	2	6	5	1	3	4	4	3	8

**Base: All by country**

Q. In which of the following sectors do you work?

**All figures are %'s**

# Sector of work

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	424	19	73	25	443
Private sector - Multinational company	21	37	5	24	33
Private sector - Large Local company	12	-	4	20	22
Private sector - Small or Medium Local company	8	5	1	16	7
Private sector – Self owned company	16	-	11	8	3
Private sector- Family owned company (your family)	2	-	3	-	1
Private sector- Family owned company (others)	7	-	3	-	*
Private sector - Other	11	16	7	8	10
Public or Government sector	9	11	33	4	9
Semi-government/Quasi-governmental company	2	5	8	4	8
Charity or voluntary sector	*	-	1	4	2
Other	4	11	4	-	2

**Base: All by country**

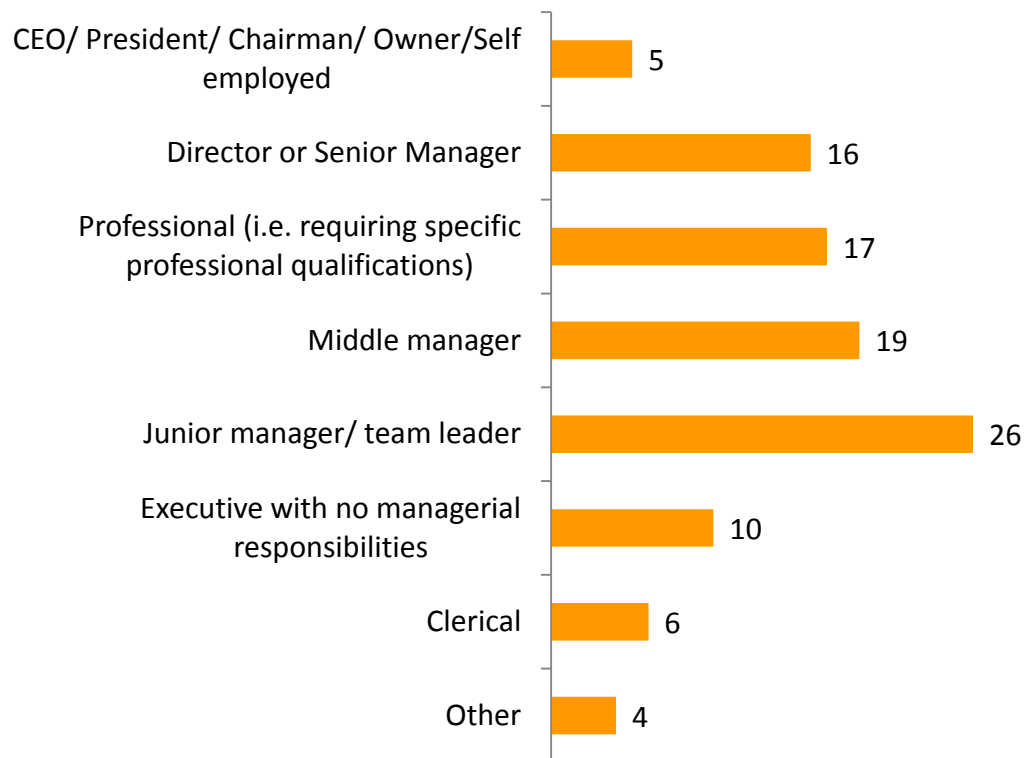
Q. In which of the following sectors do you work?

**All figures are %'s**



# Level of seniority at work

- A quarter of working respondents are junior managers/ team leaders.



**Base: Working (2516)**

Q. Which of the following best describes your level of seniority at work?

**All figures are %'s**

# Level of seniority at work

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
CEO/ President/ Chairman/ Owner/Self employed	4	3	2	3	7	3	6	10	6
Director or Senior Manager	13	12	9	20	27	20	24	13	19
Professional (i.e. requiring specific professional qualifications)	21	17	24	20	10	22	14	10	10
Middle manager	19	20	12	20	20	25	21	13	17
Junior manager/ team leader	27	28	27	21	23	22	21	40	31
Executive with no managerial responsibilities	9	13	13	8	7	6	11	13	13
Clerical	8	5	11	6	3	3	-	-	4
Other	3	2	3	1	3	-	2	-	1

**Base: Working**

Q. Which of the following best describes your level of seniority at work?

**All figures are %'s**

# Level of seniority at work

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
CEO/ President/ Chairman/ Owner/Self employed	8	6	17	-	4
Director or Senior Manager	23	12	8	27	18
Professional (i.e. requiring specific professional qualifications)	11	19	14	23	17
Middle manager	15	12	7	9	27
Junior manager/ team leader	30	25	17	27	22
Executive with no managerial responsibilities	9	19	15	-	10
Clerical	4	-	22	14	3
Other	1	6	-	-	-

**Base: Working**

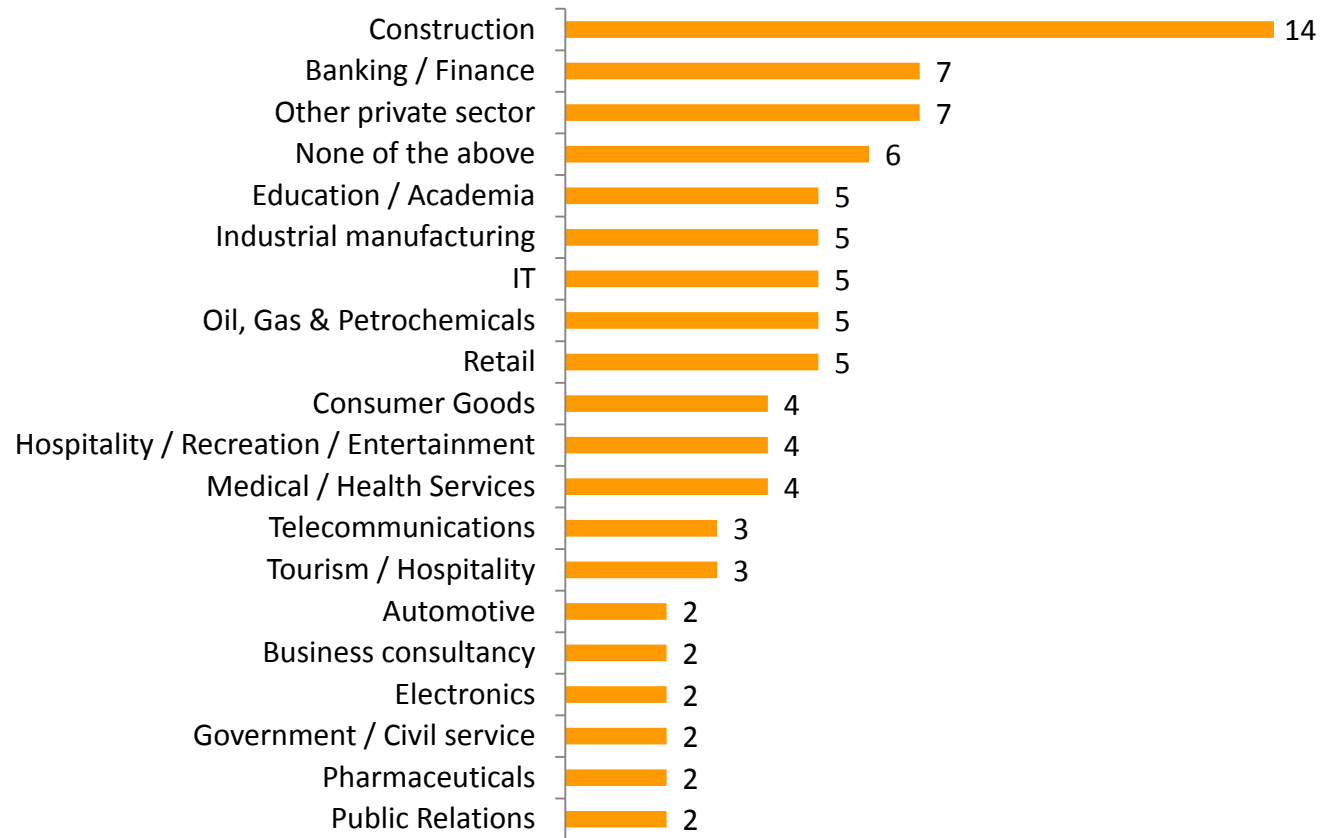
Q. Which of the following best describes your level of seniority at work?

**All figures are %'s**

# Industry of work

- 14% of working respondents are working in the construction industry, followed by 7% working in banking/finance.

## Industry currently working in



**Base: Working (2516)**

Q. And in which of the following industries do you work?

**All figures are %'s**

# Industry of work

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Construction	21	15	12	31	13	14	12	10	5
Banking / Finance	3	8	5	2	10	8	10	10	7
Other private sector	5	6	11	7	-	8	-	-	8
None of the above	7	5	3	5	13	2	7	7	4
Education / Academia	4	5	4	4	-	5	1	7	7
Industrial manufacturing	5	5	4	2	3	6	2	7	4
IT	4	2	7	3	-	5	14	-	8
Oil, Gas & Petrochemicals	4	5	8	8	-	12	-	10	-
Retail	4	8	8	4	3	3	15	-	5
Consumer Goods	6	3	2	2	3	6	8	7	1
Hospitality / Recreation / Entertainment	2	8	9	5	10	6	11	3	5
Medical / Health Services	4	4	5	6	3	2	1	3	6
Telecommunications	4	2	2	1	-	-	1	-	4
Tourism / Hospitality	1	4	2	3	3	-	2	-	4
Automotive	2	2	3	4	7	3	-	3	1
Business consultancy	5	1	*	1	-	2	-	-	4
Electronics	2	1	3	1	3	3	2	-	2
Government / Civil service	1	2	1	1	3	-	-	7	4
Pharmaceuticals	3	2	1	1	3	-	1	3	1
Public Relations	2	1	1	-	7	3	1	7	-

**Base: Working**

Q. And in which of the following industries do you work?

**All figures are %'s**

# Industry of work

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Construction	10	-	8	9	7
Banking / Finance	5	19	7	9	14
Other private sector	10	-	2	5	5
None of the above	9	6	2	-	3
Education / Academia	4	6	12	5	8
Industrial manufacturing	5	-	7	23	5
IT	4	-	5	9	6
Oil, Gas & Petrochemicals	3	-	10	5	4
Retail	4	-	-	-	2
Consumer Goods	7	-	7	-	4
Hospitality / Recreation / Entertainment	2	12	-	-	2
Medical / Health Services	3	-	7	9	3
Telecommunications	4	6	2	9	5
Tourism / Hospitality	6	12	2	5	1
Automotive	2	12	-	5	2
Business consultancy	2	6	3	-	3
Electronics	2	-	-	-	1
Government / Civil service	2	6	10	-	3
Pharmaceuticals	4	-	2	-	4
Public Relations	2	-	2	5	2

**Base: Working**

Q. And in which of the following industries do you work?

**All figures are %'s**



Section 4

# PAST AND CURRENT PERIOD VALUES

# Current Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2009	Oct 2009	119	124	109	118	117	120	128	113	122	114	122	124	120	123	114
2010	Jan 2010	120	120	124	119	118	122	124	122	123	120	116	125	121	123	112
	Apr 2010	121	125	115	118	114	115	128	121	118	125	130	127	120	114	117
	Jul 2010	120	130	132	117	113	125	125	121	126	125	123	120	116	118	117
	Oct 2010	119	126	126	119	116	120	115	125	130	117	117	123	122	112	114
2011	Jan 2011	121	121	120	119	121	118	120	119	122	117	123	126	120	114	119
	Apr 2011	121	123	117	117	115	122	130	117	134	125	129	127	118	120	120
	Jul 2011	121	124	115	117	119	116	117	112	130	128	123	125	126	124	117
	Oct 2011	119	126	94	115	117	119	122	126	118	118	116	126	116	112	114
2012	Jan 2012	119	122	123	116	116	118	120	116	124	122	125	124	110	116	118
	Aug 2012	119	116	121	115	118	119	114	118	117	121	127	125	101	122	118
2013	Jan 2013	122	126	123	117	124	123	123	120	125	121	121	130	108	115	120
	Aug 2013	120	119	105	118	119	122	113	111	122	123	124	127	105	125	122
2014	Jan 2014	124	122	126	118	121	134	117	121	137	119	129	131	116	112	124
	Aug 2014	125	123	114	121	127	124	123	123	122	126	125	132	109	130	128
2015	Jan 2015	123	122	129	120	120	122	118	121	127	127	125	124	115	116	123



# Future Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2009	Oct 2009	130	132	129	129	129	131	131	127	135	122	130	133	131	129	126
2010	Jan 2010	130	131	127	128	130	129	130	129	130	120	129	134	131	131	123
	Apr 2010	131	133	138	128	128	129	132	127	135	135	134	136	134	128	129
	Jul 2010	120	130	132	117	113	125	125	121	126	125	123	120	116	118	117
	Oct 2010	119	126	126	119	116	120	115	125	130	117	117	123	122	112	114
2011	Jan 2011	129	130	130	128	129	129	128	124	129	141	132	133	132	127	128
	Apr 2011	130	130	129	128	127	130	134	128	139	136	133	133	131	128	130
	Jul 2011	130	131	130	127	132	125	135	126	132	122	130	132	130	133	128
	Oct 2011	128	134	117	125	129	126	125	126	124	125	126	135	123	124	124
2012	Jan 2012	128	131	133	125	126	126	130	126	130	127	133	131	126	126	126
	Aug 2012	128	126	132	127	128	129	130	121	115	128	132	132	117	127	128
2013	Jan 2013	129	131	128	126	132	133	127	128	130	127	128	135	122	131	129
	Aug 2013	129	134	115	127	127	134	123	122	129	131	132	133	124	131	129
2014	Jan 2014	130	130	123	125	132	134	123	127	144	131	133	135	126	123	129
	Aug 2014	131	126	118	129	132	127	127	128	134	131	130	138	116	135	133
2015	Jan 2015	129	126	126	131	127	130	128	132	130	131	128	130	121	118	128

# Current Hiring + Future Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2009	Oct 2009	249	257	239	247	246	251	259	240	258	236	252	257	251	252	241
2010	Jan 2010	250	252	251	247	248	251	254	251	253	240	245	259	252	254	235
	Apr 2010	252	258	253	246	242	243	260	249	253	260	263	264	254	242	246
	Jul 2010	241	259	264	235	227	249	250	243	253	249	246	240	231	237	234
	Oct 2010	239	252	251	238	231	241	231	250	260	233	233	246	245	224	228
2011	Jan 2011	250	251	250	247	250	246	248	243	251	259	255	259	252	241	247
	Apr 2011	251	253	247	246	242	253	264	245	273	261	262	260	249	248	250
	Jul 2011	250	254	244	244	251	241	252	238	262	250	253	257	256	258	245
	Oct 2011	246	260	211	240	246	245	247	251	242	243	242	261	239	236	238
2012	Jan 2012	247	253	256	241	242	244	249	243	254	249	257	255	236	242	244
	Aug 2012	247	242	253	242	245	248	245	239	231	249	259	257	218	248	246
2013	Jan 2013	251	257	252	243	256	255	249	248	256	248	249	265	230	246	249
	Aug 2013	249	253	220	244	246	257	236	232	251	254	256	260	229	256	251
2014	Jan 2014	254	252	249	243	253	268	239	248	281	250	263	266	243	235	253
	Aug 2014	256	249	232	250	258	251	250	251	255	257	255	270	225	265	261
2015	Jan 2015	253	248	255	251	248	252	246	253	257	259	253	254	235	234	250



Section 5

# INDICES

# Hiring Expectancy Index

- The Hiring Expectancy Index (HEI) for the region shows a minor decrease of one point since August 2014.
- The HEI has decreased by 4 points in the UAE and decreased by 6 points in KSA since August 2014 .

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2010	Jan 2010	100	101	102	101	100	102	101	99	104	102	100	99	100	98	103
	Apr 2010	99	100	94	101	101	102	100	100	100	90	97	98	98	100	98
	Jul 2010	108	102	98	110	114	105	105	105	107	98	105	111	113	109	108
	Oct 2010	109	105	103	108	112	109	114	102	104	105	111	108	107	115	111
2011	Jan 2011	100	102	100	101	100	102	103	103	105	86	99	100	99	102	99
	Apr 2011	100	102	100	101	101	101	98	99	98	90	97	100	100	101	98
	Jul 2011	100	101	100	101	98	105	97	101	102	100	100	101	101	97	99
	Oct 2011	102	99	111	103	100	104	105	101	109	98	103	99	106	104	102
2012	Jan 2012	101	101	97	103	102	104	101	101	104	96	98	102	104	102	100
	Aug 2012	101	105	98	101	101	102	101	105	118	95	98	101	112	102	99
2013	Jan 2013	100	101	101	102	98	99	104	99	104	96	102	99	108	98	98
	Aug 2013	100	99	112	102	102	98	107	105	105	93	98	101	106	98	98
2014	Jan 2014	100	101	105	103	98	98	107	100	94	93	97	99	104	105	98
	Aug 2014	101	95	91	100	102	97	97	101	99	107	100	103	89	105	105
2015	Jan 2015	100	95	97	102	98	99	98	103	96	108	99	97	92	92	101

- Overall, the Job Index exhibits a negative movement by one point since August 2014.
- The Job Index is the same as it was this time last year in January 2014.

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2010	Jan 2010	100	98	105	100	101	100	98	105	98	102	97	101	100	101	98
	Apr 2010	101	100	106	100	98	97	100	103	98	110	105	102	101	96	102
	Jul 2010	97	101	111	95	92	99	97	101	98	106	98	93	92	94	97
	Oct 2010	96	98	105	96	94	96	89	104	101	99	93	96	98	89	94
2011	Jan 2011	101	98	105	100	102	98	96	101	97	110	101	101	100	96	102
	Apr 2011	101	99	103	100	98	101	102	102	106	110	104	101	99	98	104
	Jul 2011	101	99	102	99	102	96	97	99	102	106	101	100	102	102	102
	Oct 2011	99	101	88	97	100	98	95	105	94	103	96	101	95	94	99
2012	Jan 2012	99	99	107	98	99	97	96	101	98	105	102	99	94	96	101
	Aug 2012	99	94	106	98	100	99	95	100	90	106	103	100	87	99	102
2013	Jan 2013	101	100	105	99	104	102	96	103	99	105	99	103	92	98	103
	Aug 2013	100	99	92	99	100	102	91	97	97	108	102	101	91	102	104
2014	Jan 2014	102	98	104	99	103	107	92	103	109	106	104	103	97	93	105
	Aug 2014	103	97	97	102	105	100	97	105	99	109	101	105	90	105	108
2015	Jan 2015	102	97	107	102	101	100	95	105	100	110	101	99	94	93	104

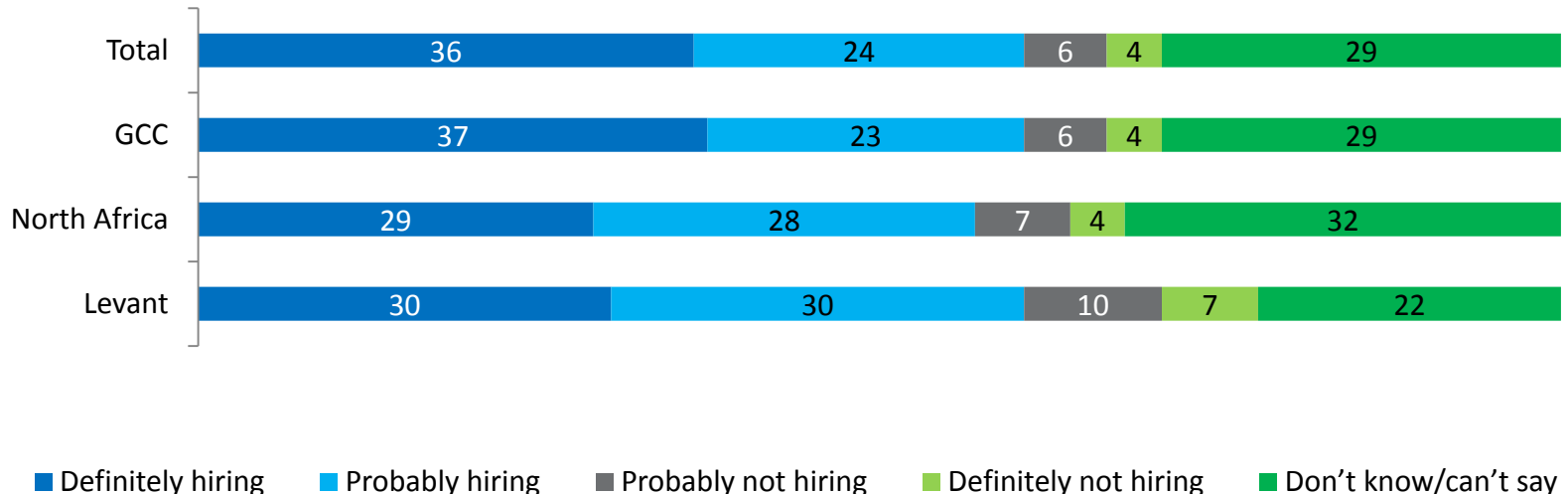


Section 6

# RESEARCH FINDINGS

## Hiring in next 3 months – By area

- Overall, three-fifths (60%) of working respondents claim they will be hiring in the next 3 months either for their organization or for their clients.
- More respondents in the GCC (37%) state that they are 'definitely' hiring in the next three months, compared to respondents in Levant (30%) and North Africa (29%).

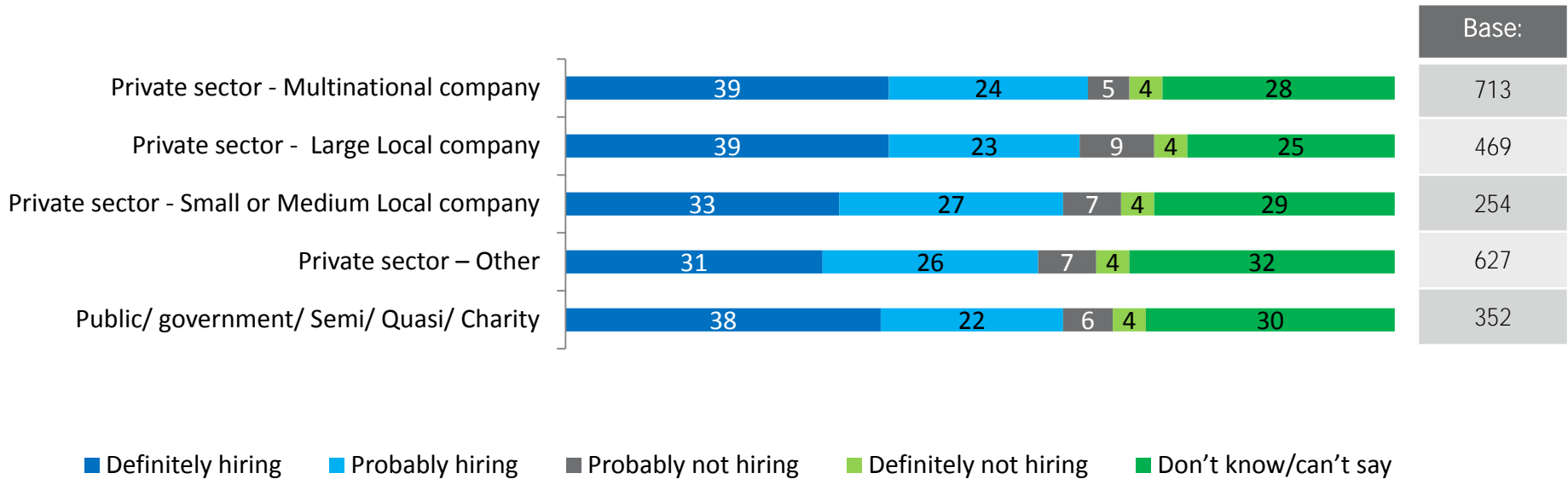


**Base: Working (2516), GCC (1348), North Africa (490), Levant (248)**

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

# Hiring in next 3 months – By sector



**Base: Working**

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**



# Hiring in next 3 months – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Definitely hiring	39	36	32	44	33	46	27	20	34
Probably hiring	24	23	25	18	37	23	33	33	28
Probably not hiring	6	6	7	5	3	6	13	13	8
Definitely not hiring	5	5	3	4	3	5	6	10	7
Don't know/can't say	26	31	33	30	23	20	20	23	23

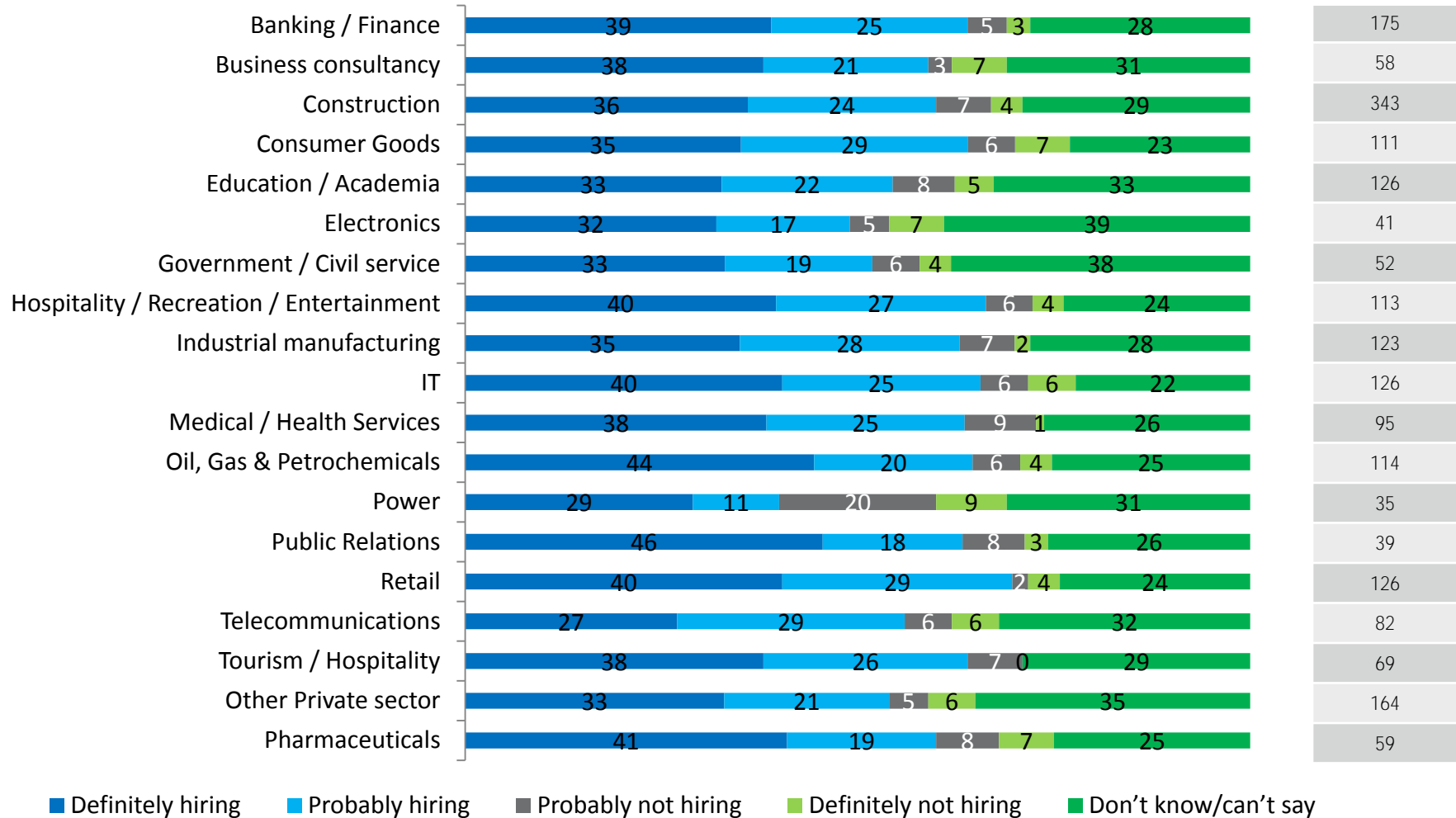
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Definitely hiring	28	38	32	23	45
Probably hiring	28	25	29	27	18
Probably not hiring	8	-	5	5	5
Definitely not hiring	4	12	2	9	2
Don't know/can't say	32	25	32	36	30

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

# Hiring in next 3 months – By industry

- It seems that more organizations in the Public Relations (46%) or Oil, Gas & Petrochemicals (44%) industries will definitely be hiring in the next 3 months.



Base:

175  
58  
343  
111  
126  
41  
52  
113  
123  
126  
95  
114  
35  
39  
126  
82  
69  
164  
59

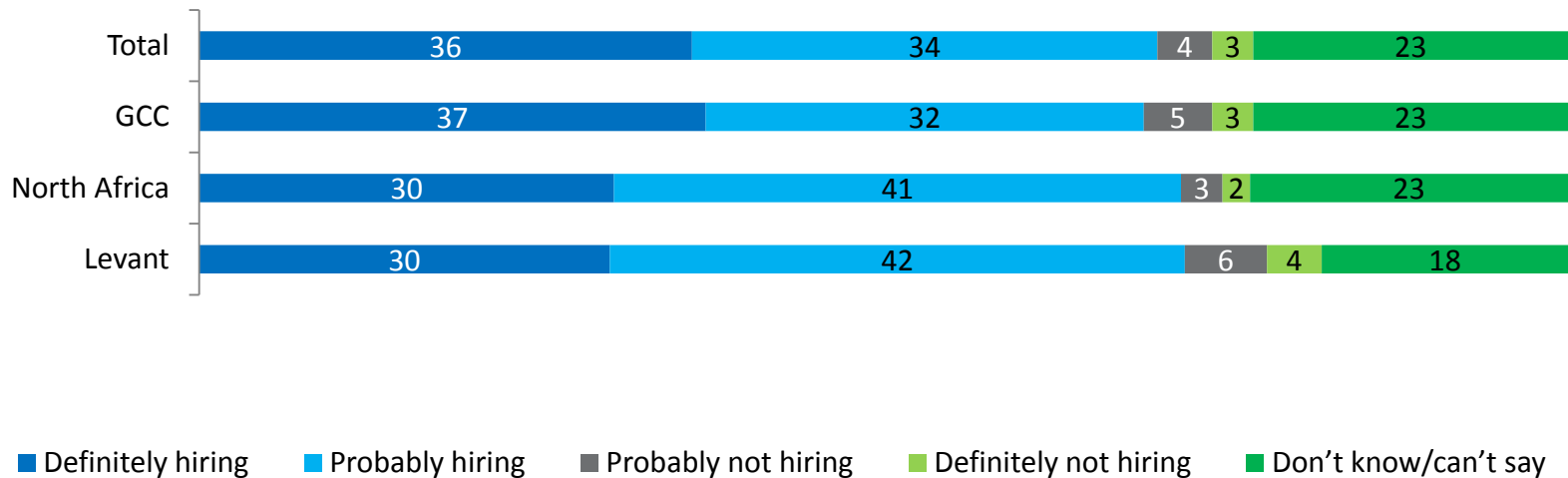
■ Definitely hiring   ■ Probably hiring   ■ Probably not hiring   ■ Definitely not hiring   ■ Don't know/can't say

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

All figures are 's

# Hiring in a year's time – By area

- Overall, 36% claim they will definitely hire in a year's time.
- Respondents in the GCC are more positive in their intention to hire in a year's time (37% vs. 30% for Levant and North Africa).



**Base: Working (2516), GCC (1348), North Africa (490), Levant (248)**

Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

# Hiring in a year's time – By country

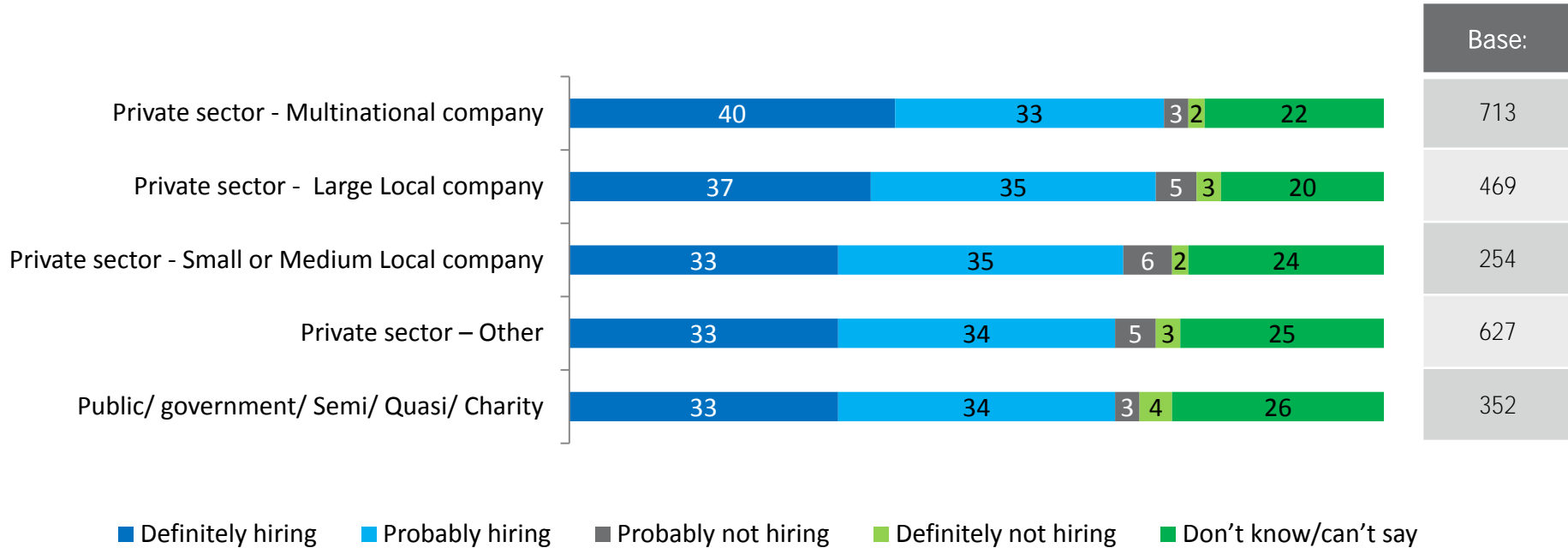
	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Definitely hiring	38	35	37	37	27	43	31	33	28
Probably hiring	33	33	30	30	37	31	45	30	42
Probably not hiring	5	6	3	4	3	5	7	13	4
Definitely not hiring	3	3	2	2	3	3	2	7	5
Don't know/can't say	21	23	27	27	30	18	14	17	20

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Definitely hiring	30	38	27	36	41
Probably hiring	42	44	44	23	29
Probably not hiring	3	-	5	9	2
Definitely not hiring	2	6	2	9	3
Don't know/can't say	23	12	22	23	25

Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

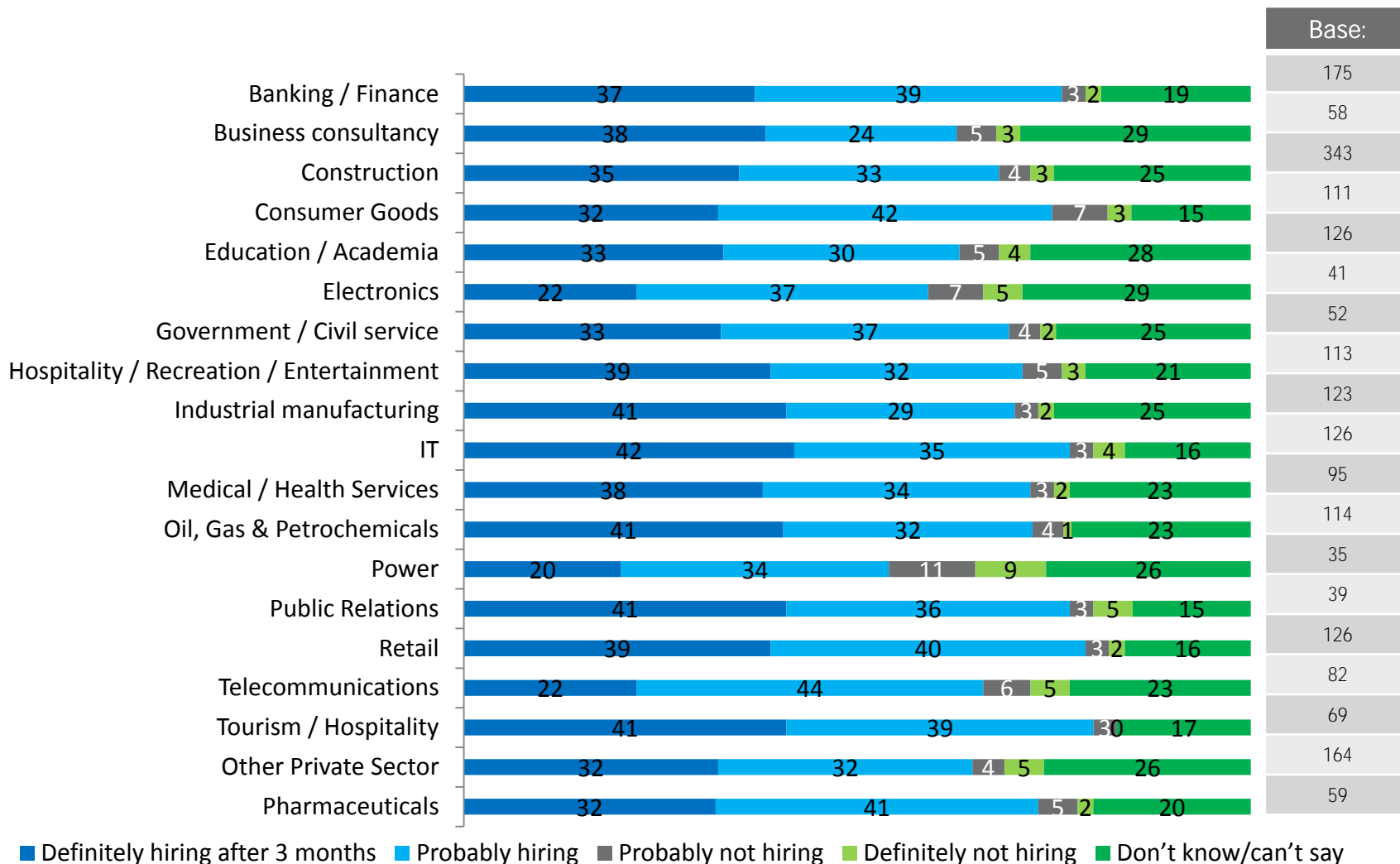
# Hiring in a year's time – By sector



Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

# Hiring in a year's time – By industry

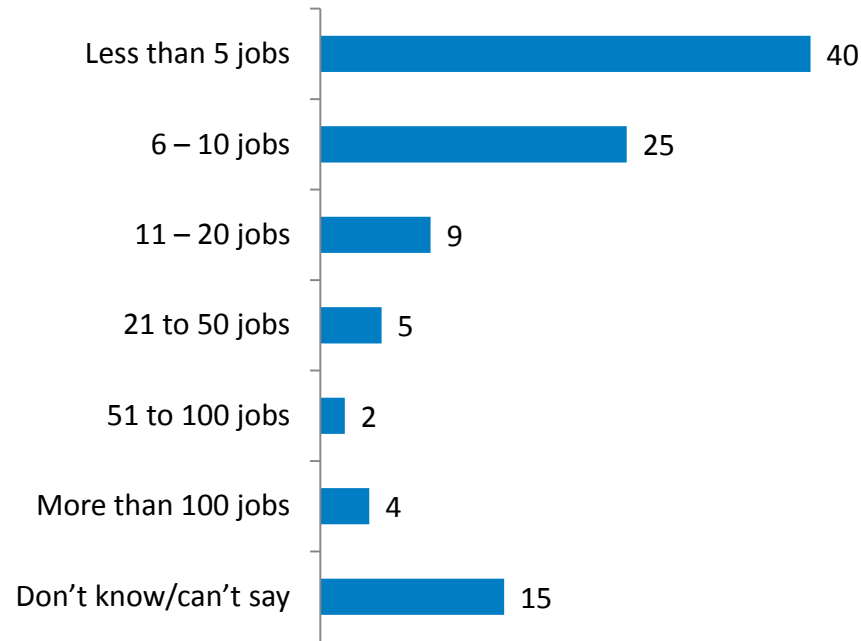


Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field or an HR consultant?

All figures are 's

# Approximate number of jobs hiring for

- Overall, and irrespective of the type or size of company, two-fifths of the companies that plan to hire in the next 3 months will be hiring for up to 5 jobs.



**Base: Those hiring in next 3 months (1523)**

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months.

**All figures are %'s**

# Approximate number of jobs hiring for – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in N3M	312	188	168	88	21	45	51	16	82
Less than 5 jobs	38	40	39	26	57	49	41	44	56
6 – 10 jobs	26	29	31	26	24	27	29	19	17
11 – 20 jobs	10	12	8	11	5	2	10	19	7
21 to 50 jobs	5	2	2	15	-	-	2	6	2
51 to 100 jobs	2	2	2	6	-	-	-	-	1
More than 100 jobs	5	5	5	3	5	-	2	-	1
Don't know/can't say	14	10	13	12	10	22	16	12	15

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Those hiring in N3M	222	10	36	11	273
Less than 5 jobs	48	20	31	55	36
6 – 10 jobs	19	30	22	9	25
11 – 20 jobs	8	20	11	9	5
21 to 50 jobs	5	10	6	9	6
51 to 100 jobs	1	-	-	-	3
More than 100 jobs	5	10	6	-	4
Don't know/can't say	14	10	25	18	22

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months.

**All figures are %'s**



# Approximate number of jobs hiring for – By sector

	Sector				
	Private sector - Multinational company	Private sector - Large Local company	Private sector - Small or Medium Local company	Private Sector Other	Public/Government/ Semi/Quasi/Charity
Base: Those hiring in N3M	450	293	154	356	209
Less than 5 jobs	38	40	48	46	33
6 – 10 jobs	27	23	26	23	26
11 – 20 jobs	9	7	6	9	9
21 to 50 jobs	6	5	4	4	5
51 to 100 jobs	2	3	1	1	2
More than 100 jobs	5	6	1	3	7
Don't know/can't say	14	16	14	14	19

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months.

**All figures are %'s**

# Approximate number of jobs hiring for – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Those hiring in N3M	111	34	207	71	69	20	27	75	78	83
Less than 5 jobs	37	38	34	38	45	45	19	39	49	46
6 – 10 jobs	27	29	24	27	20	30	26	37	28	23
11 – 20 jobs	9	3	9	14	10	5	22	5	6	10
21 to 50 jobs	4	3	8	6	4	-	4	5	1	2
51 to 100 jobs	3	-	3	-	3	5	-	-	1	1
More than 100 jobs	6	9	7	-	3	5	7	5	4	1
Don't know/can't say	14	18	15	15	14	10	22	8	10	17

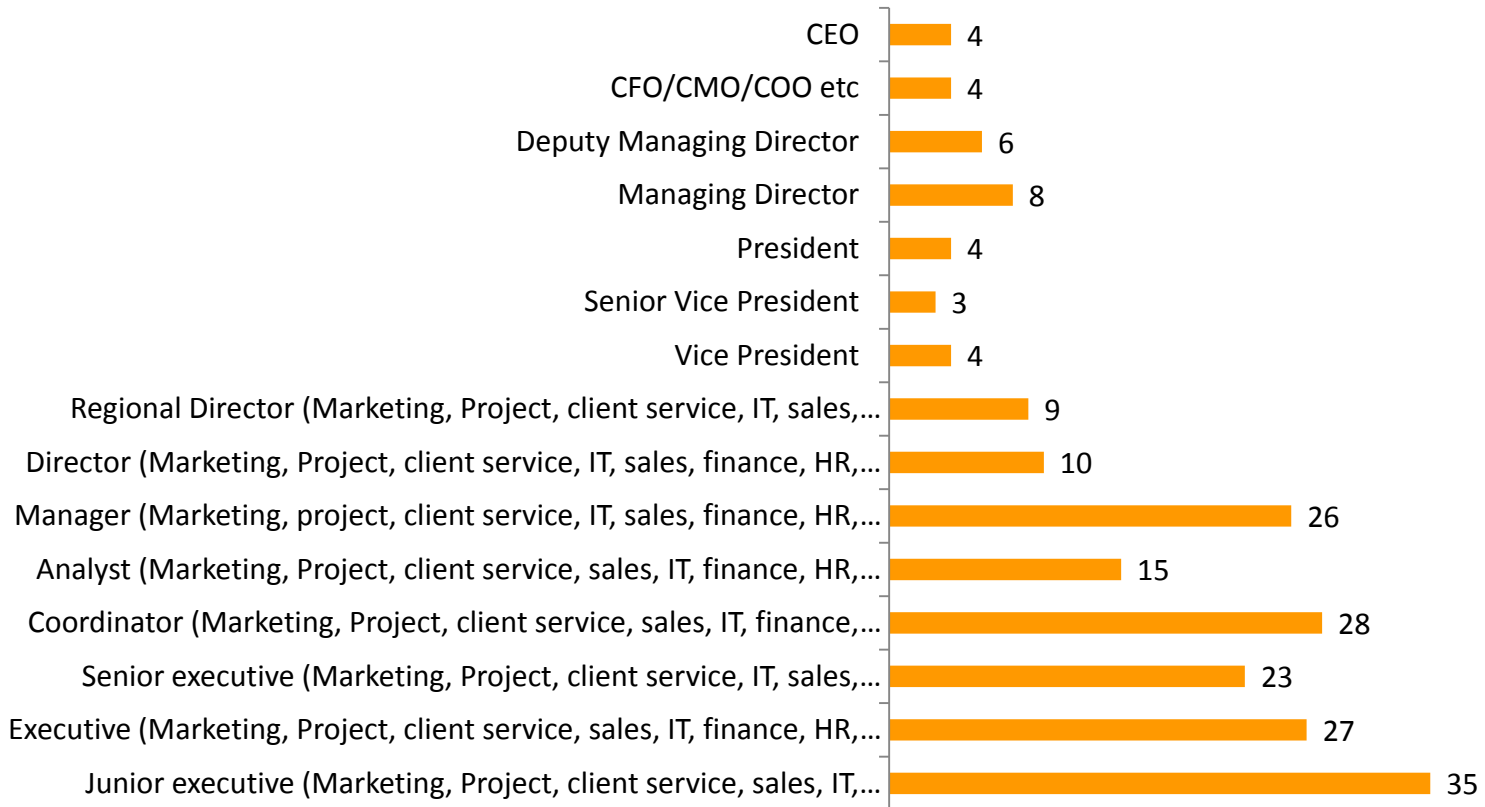
	Industry									
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Other Private sector	Pharmaceuticals	
Base: Those hiring in N3M	60	73	14	25	88	47	44	89	35	
Less than 5 jobs	42	40	36	36	45	34	36	45	51	
6 – 10 jobs	18	18	36	12	34	21	32	25	14	
11 – 20 jobs	10	8	-	12	2	11	11	4	11	
21 to 50 jobs	7	5	14	4	3	9	2	6	3	
51 to 100 jobs	2	4	-	-	1	2	2	1	-	
More than 100 jobs	7	5	7	4	3	9	-	2	3	
Don't know/can't say	15	19	7	32	10	15	16	17	17	

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months

**All figures are 's**

# Positions hiring for

- Most companies are looking to fill in junior and mid-level positions. The percentage looking for upper management has increased this wave to 45% (Regional Director to Managers).
- Only a minority (8%) are looking for CEO/ CFO/ CMD/ COO level candidates.



**Base: Those hiring in next 3 months (1521)**

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

**All figures are %'s**

# Positions hiring for – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in N3M	312	188	168	88	21	45	51	16	82
CEO	4	3	6	2	-	-	-	12	5
CFO/CMO/COO	6	3	4	3	5	-	2	6	5
Deputy Managing Director	7	4	3	5	10	7	10	6	9
Managing Director	6	5	7	5	10	11	6	-	9
President	3	2	3	2	10	2	2	-	2
Senior Vice President	3	5	2	1	5	2	2	6	1
Vice President	4	5	3	1	-	2	2	-	-
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	12	7	9	7	10	2	6	12	4
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	11	5	13	9	5	2	12	19	10
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	21	28	20	32	38	22	33	31	17
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	21	13	11	22	10	4	12	31	11
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	34	29	29	32	14	22	22	25	22
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	25	21	19	31	19	29	24	19	18
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	28	31	20	32	19	31	12	25	32
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	34	40	39	40	48	22	31	25	39

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

All figures are %'s

## Positions hiring for – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Those hiring in N3M	222	10	36	11	273
CEO	6	10	8	-	3
CFO/CMO/COO	6	10	11	-	3
Deputy Managing Director	7	10	8	18	7
Managing Director	9	-	6	27	10
President	6	30	14	-	3
Senior Vice President	4	-	11	-	3
Vice President	6	10	11	-	4
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	11	20	19	18	9
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	13	40	17	27	7
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	21	20	14	55	37
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	13	60	25	-	15
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	25	60	36	27	23
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	27	60	28	18	17
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	28	60	22	27	24
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	31	60	28	27	32

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

*All figures are %'s*

# Positions hiring for – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Those hiring in N3M	111	34	207	71	69	20	27	75	77	83
CEO	4	9	3	1	7	5	7	1	4	6
CFO/CMO/COO	5	15	5	3	3	10	4	1	4	4
Deputy Managing Director	5	26	5	-	14	10	4	9	5	5
Managing Director	5	21	7	8	10	10	11	12	10	8
President	3	12	3	1	4	5	7	1	3	7
Senior Vice President	5	12	4	-	6	5	7	1	1	6
Vice President	7	9	4	1	7	-	7	-	5	5
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	7	21	10	11	10	10	15	7	14	13
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	7	15	7	10	4	25	11	16	13	17
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	25	24	24	24	22	40	30	27	27	35
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	24	26	14	4	14	25	7	13	13	28
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	16	38	30	24	38	35	37	23	30	33
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	18	32	23	20	12	25	26	24	23	36
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	20	24	29	21	22	25	41	19	25	31
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	32	29	38	31	35	30	30	36	27	39

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

**All figures are 's**

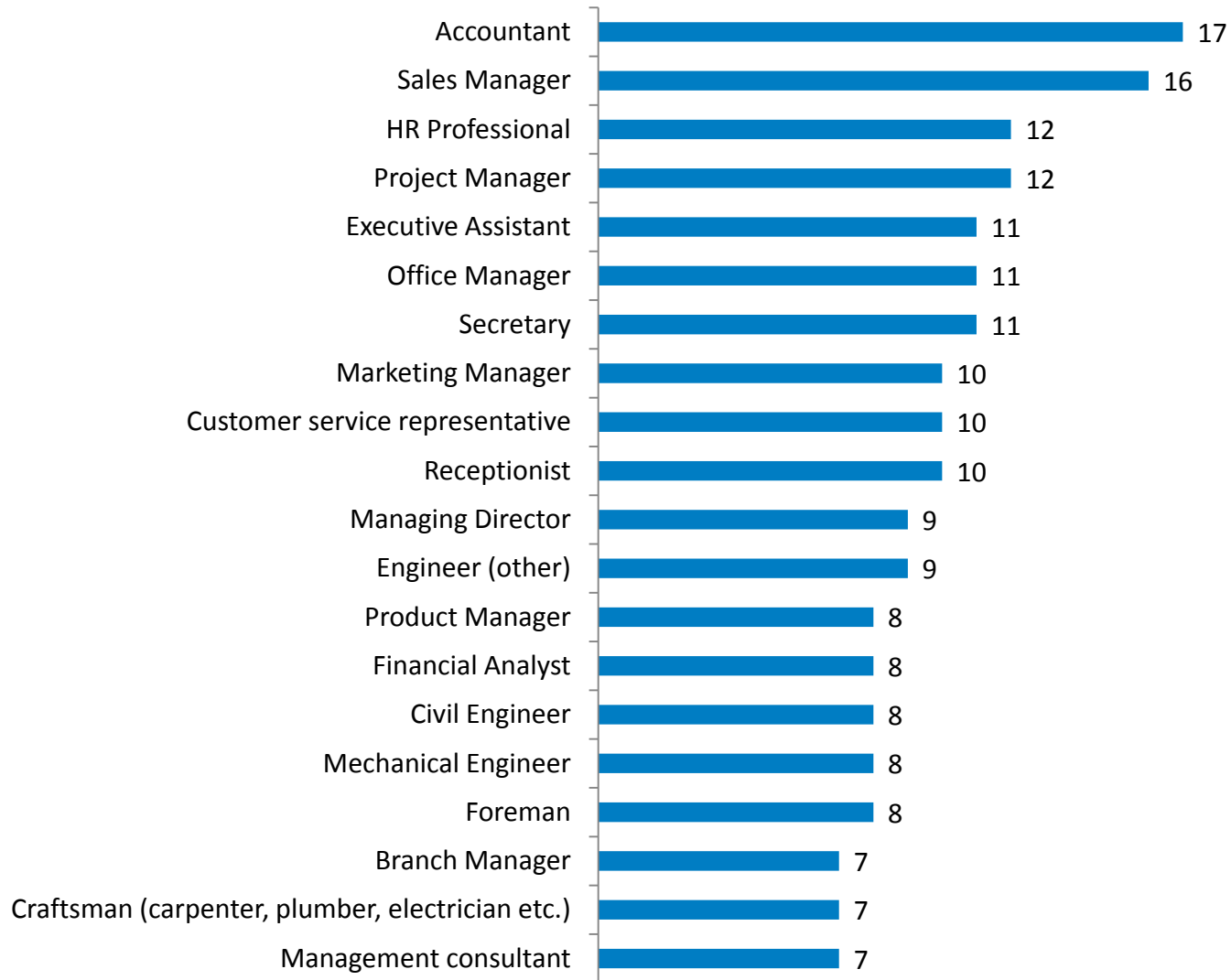
# Positions hiring for – By industry

	Industry								
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Other Private sector	Pharmaceuticals
Base: Those hiring in N3M	60	73	14	25	88	47	44	89	35
CEO	7	10	-	8	2	9	2	2	-
CFO/CMO/COO	7	7	7	8	2	4	5	4	3
Deputy Managing Director	5	5	7	8	6	2	7	8	3
Managing Director	7	11	-	8	5	4	11	3	9
President	3	5	-	-	-	6	7	1	3
Senior Vice President	3	5	-	4	-	-	5	2	-
Vice President	2	5	-	-	2	-	9	3	-
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	-	4	7	20	7	9	14	12	11
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	12	4	-	12	10	11	11	17	6
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	18	19	29	40	34	21	25	24	23
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	10	11	14	20	16	17	11	19	3
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	23	23	29	20	36	26	14	36	14
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	12	23	21	12	20	28	18	25	26
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	20	33	21	20	19	36	41	28	46
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	35	40	29	24	39	28	25	37	37

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

All figures are 's

# Specific roles hiring for



**Base: Those hiring in next 3 months (1519)**

Q. Which of the following specific roles are you hiring for in the next 3 months?

**All figures are %'s**



## Specific roles hiring for – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in N3M	312	188	168	88	21	45	51	16	82
Accountant	21	19	10	9	5	13	18	12	13
Sales Manager	16	16	14	16	19	18	20	19	11
HR Professional	10	12	11	14	10	11	12	6	16
Project Manager	16	12	9	16	5	11	12	12	7
Executive Assistant	13	12	10	17	19	11	6	6	5
Office Manager	10	7	6	14	10	9	8	6	11
Secretary	14	11	13	11	10	2	14	6	5
Marketing Manager	10	10	5	3	10	7	2	25	12
Customer service representative	11	14	13	8	10	9	10	-	10
Receptionist	13	14	10	14	10	4	12	-	11
Managing Director	9	6	5	8	10	13	6	6	12
Engineer (other)	9	9	10	16	5	13	6	19	4
Product Manager	6	5	6	6	5	4	12	19	5
Financial Analyst	8	8	4	7	5	4	10	12	10
Civil Engineer	13	11	8	19	-	11	4	6	2
Mechanical Engineer	10	9	8	15	-	7	4	6	5
Foreman	12	6	8	15	10	11	10	6	4
Branch Manager	9	7	3	8	10	4	10	6	2
Craftsman (carpenter, plumber, electrician etc.)	10	3	4	16	5	-	4	19	7
Management consultant	9	6	5	6	5	4	6	-	4

Q. Which of the following specific roles are you hiring for in the next 3 months?

*All figures are %'s*

## Specific roles hiring for – By country

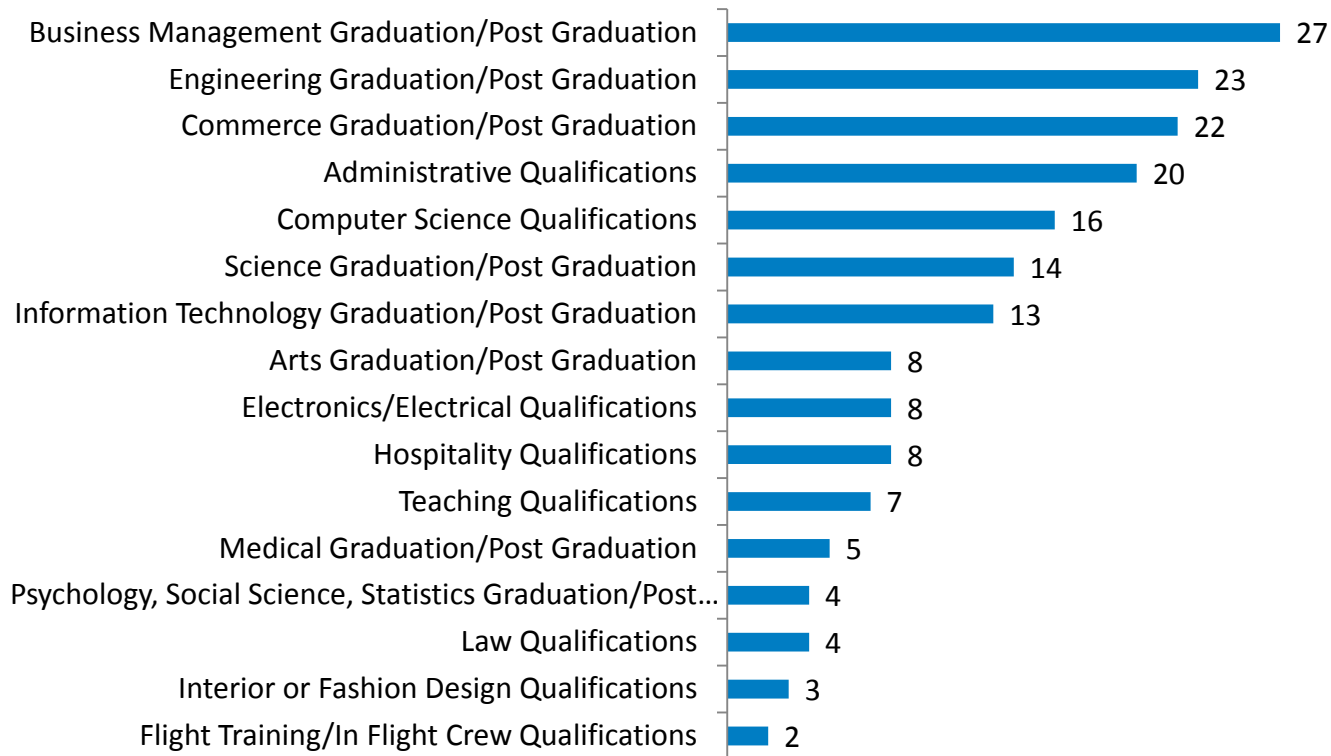
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Those hiring in N3M	222	10	36	11	273
Accountant	21	30	14	-	18
Sales Manager	18	10	17	18	17
HR Professional	12	10	11	9	15
Project Manager	8	-	19	9	13
Executive Assistant	10	-	8	-	12
Office Manager	6	10	14	-	20
Secretary	10	10	19	-	8
Marketing Manager	11	20	14	-	16
Customer service representative	11	20	6	-	8
Receptionist	8	20	14	-	5
Managing Director	10	10	8	36	8
Engineer (other)	10	-	19	9	4
Product Manager	11	-	14	18	9
Financial Analyst	10	-	17	-	11
Civil Engineer	5	10	8	9	4
Mechanical Engineer	10	10	11	-	3
Foreman	7	10	22	-	5
Branch Manager	8	-	6	-	10
Craftsman (carpenter, plumber, electrician etc.)	8	10	11	-	2
Management consultant	6	10	14	9	10

Q. Which of the following specific roles are you hiring for in the next 3 months?

*All figures are %'s*

# Educational and academic qualifications sought in candidate

- Graduation/ Post Graduation in Business Management is still the most sought after academic qualification when looking for candidates. This is followed by those with Engineering and Commerce qualifications.



**Base: Working (2516)**

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

# Educational and academic qualifications – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Oatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Business Management Graduation/Post Graduation	27	28	18	21	10	28	52	23	27
Engineering Graduation/Post Graduation	28	24	20	35	17	32	18	30	13
Commerce Graduation/Post Graduation	22	20	15	23	20	17	17	13	10
Administrative Qualifications	23	16	16	25	23	23	26	37	30
Computer Science Qualifications	18	13	15	13	10	5	23	10	20
Science Graduation/Post Graduation	13	14	10	15	20	14	11	20	7
Information Technology Graduation/Post Graduation	15	13	8	11	3	9	24	13	14
Arts Graduation/Post Graduation	6	8	8	10	10	8	6	-	6
Electronics/Electrical Qualifications	11	9	10	8	7	6	6	10	8
Hospitality Qualifications	4	12	11	10	10	12	18	7	8
Teaching Qualifications	5	7	6	6	-	8	2	3	8
Medical Graduation/Post Graduation	5	8	5	8	3	2	4	7	6
Psychology, Social Science, Statistics Graduation/Post Graduation	3	4	1	4	-	3	7	7	10
Law Qualifications	4	3	2	2	3	3	4	13	4
Interior or Fashion Design Qualifications	3	4	2	5	3	3	7	-	4
Flight Training/In Flight Crew Qualifications	2	3	2	3	-	2	-	-	4

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

# Educational and academic qualifications – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Business Management Graduation/Post Graduation	26	38	39	23	33
Engineering Graduation/Post Graduation	22	31	19	32	17
Commerce Graduation/Post Graduation	30	31	31	27	26
Administrative Qualifications	17	19	31	23	17
Computer Science Qualifications	18	25	25	18	16
Science Graduation/Post Graduation	9	19	19	23	21
Information Technology Graduation/Post Graduation	11	25	14	14	15
Arts Graduation/Post Graduation	6	12	5	5	13
Electronics/Electrical Qualifications	8	19	12	9	4
Hospitality Qualifications	8	19	8	9	4
Teaching Qualifications	6	19	15	27	10
Medical Graduation/Post Graduation	4	-	5	14	4
Psychology, Social Science, Statistics Graduation/Post Graduation	4	6	15	-	5
Law Qualifications	5	6	22	-	4
Interior or Fashion Design Qualifications	4	6	-	-	2
Flight Training/In Flight Crew Qualifications	3	6	5	5	2

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

# Educational and academic qualifications – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	175	58	343	111	126	41	52	113	123	126
Science Graduation/Post Graduation	10	9	16	8	21	2	12	10	15	14
Commerce Graduation/Post Graduation	46	33	17	37	8	5	17	14	26	13
Arts Graduation/Post Graduation	9	7	6	7	17	2	13	6	7	4
Business Management Graduation/Post Graduation	46	34	19	41	31	17	35	23	26	19
Psychology, Social Science, Statistics Graduation/Post Graduation	3	7	1	1	11	5	6	2	2	3
Information Technology Graduation/Post Graduation	15	9	7	5	19	12	17	11	5	61
Engineering Graduation/Post Graduation	6	33	56	11	6	22	15	10	32	19
Medical Graduation/Post Graduation	4	3	3	1	3	-	2	4	2	2
Teaching Qualifications	6	9	3	4	45	2	12	5	3	4
Administrative Qualifications	19	21	18	24	26	22	31	16	25	17
Computer Science Qualifications	19	10	14	11	17	27	25	12	15	47
Electronics/Electrical Qualifications	5	3	10	3	6	41	6	4	12	5
Law Qualifications	6	9	3	3	2	2	10	3	3	3
Interior or Fashion Design Qualifications	2	2	6	3	3	2	4	1	2	2
Hospitality Qualifications	8	2	3	5	4	-	8	54	6	5
Flight Training/In Flight Crew Qualifications	2	3	2	3	2	-	4	4	1	1

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are 's**

# Educational and academic qualifications – By industry

	Industry								
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Other Private sector	Pharmaceuticals
Base: Working	95	114	35	39	126	82	69	27	59
Science Graduation/Post Graduation	28	27	23	5	10	13	1	7	36
Commerce Graduation/Post Graduation	12	14	11	18	33	21	20	11	19
Arts Graduation/Post Graduation	4	5	-	13	9	12	9	7	5
Business Management Graduation/Post Graduation	16	18	20	38	37	32	23	33	27
Psychology, Social Science, Statistics Graduation/Post Graduation	4	3	6	8	5	5	-	4	2
Information Technology Graduation/Post Graduation	8	6	9	8	13	38	6	4	8
Engineering Graduation/Post Graduation	12	54	57	13	7	35	1	11	8
Medical Graduation/Post Graduation	48	4	6	3	3	5	-	-	29
Teaching Qualifications	6	4	6	5	-	11	7	4	2
Administrative Qualifications	17	15	17	28	19	18	22	26	17
Computer Science Qualifications	14	6	20	8	19	23	9	15	5
Electronics/Electrical Qualifications	4	10	40	5	2	27	6	-	-
Law Qualifications	2	2	3	5	4	10	1	-	2
Interior or Fashion Design Qualifications	1	3	3	-	6	5	1	-	2
Hospitality Qualifications	4	3	3	3	9	2	43	-	2
Flight Training/In Flight Crew Qualifications	2	3	3	3	1	4	4	-	-

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are 's**

# Skills most sought in a candidate

- As observed in the past few waves, good communication skills in Arabic & English and being a team player are the top two attributes looked for in a candidate.
- Almost half (47%) look for the candidate to exhibit good leadership skills.



**Base: Working (2516)**

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are %'s**



# Skills most sought in a candidate – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Good communication skills – Arabic & English	75	45	62	58	60	66	52	77	70
Team player - Cooperative / helpful / flexible	49	50	47	51	57	34	54	47	57
Good leadership skills	46	49	44	50	43	48	45	47	49
Ability to work under pressure	43	41	41	49	53	28	52	37	51
Trustworthy / Honest	38	44	41	42	43	31	45	50	51
Efficient / productive	42	39	35	37	43	34	45	50	48
Good negotiation skills	38	39	33	39	23	35	42	30	45
Overall personality and demeanour	43	35	31	39	50	35	35	50	51
Ability to take on challenges	37	39	38	41	40	26	45	23	40
Creative	38	36	33	32	40	23	43	37	37
Well experienced / knowledgeable	39	40	40	42	47	35	39	27	34
Good personal grooming	37	37	29	38	37	22	27	30	40
Good people management skills	39	37	31	34	23	25	30	10	31
Passionate / desire to make a difference	38	27	29	27	43	28	35	33	50
Technical skills	36	30	34	39	37	23	25	17	28
Good communication skills – English only	18	45	27	41	27	26	7	3	5
Good contacts / social network	26	27	24	26	20	29	35	23	34
Good analytical abilities	27	28	22	31	27	26	25	23	28
Relevant industry experience	33	29	20	37	30	17	19	37	25

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are %'s**

## Skills most sought in a candidate – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Good communication skills – Arabic & English	71	31	34	14	15
Team player - Cooperative / helpful / flexible	52	44	47	45	47
Good leadership skills	44	50	42	36	53
Ability to work under pressure	45	25	34	41	42
Trustworthy / Honest	41	38	42	50	43
Efficient / productive	45	19	34	55	36
Good negotiation skills	46	38	29	41	41
Overall personality and demeanour	49	50	49	36	26
Ability to take on challenges	36	25	37	32	42
Creative	39	12	37	50	38
Well experienced / knowledgeable	32	19	42	36	36
Good personal grooming	39	12	31	41	40
Good people management skills	34	19	34	32	40
Passionate / desire to make a difference	41	50	44	45	28
Technical skills	30	19	36	36	30
Good communication skills – English only	4	-	-	-	72
Good contacts / social network	26	12	22	50	34
Good analytical abilities	27	6	22	36	31
Relevant industry experience	28	-	32	9	25

Q. Which of the following requirements / factors do you MOST look for in a candidate?

*All figures are %'s*

# Attributes most sought in a candidate – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	175	58	343	111	126	41	52	113	123	126
Good communication skills – Arabic & English	42	66	61	56	46	59	50	55	46	56
Team player - Cooperative / helpful / flexible	43	50	48	41	49	44	50	57	48	57
Good leadership skills	44	41	44	50	48	34	44	55	45	52
Ability to work under pressure	38	40	43	31	39	37	42	49	41	51
Trustworthy / Honest	38	48	36	36	48	39	44	41	39	43
Efficient / productive	33	50	38	32	44	34	42	30	38	42
Good negotiation skills	35	45	37	43	32	32	42	35	38	40
Overall personality and demeanour	32	41	37	38	39	29	46	31	31	43
Ability to take on challenges	32	41	35	35	33	34	44	47	42	46
Creative	32	36	34	32	46	34	46	38	35	46
Well experienced / knowledgeable	34	40	38	33	41	27	44	38	37	42
Good personal grooming	33	40	32	36	33	27	44	43	24	40
Good people management skills	31	36	35	32	37	37	42	36	33	33
Passionate / desire to make a difference	25	34	27	31	40	29	40	39	28	41
Technical skills	20	33	40	22	31	22	31	29	32	53
Good communication skills – English only	43	17	29	24	39	20	31	28	38	31
Good contacts / social network	22	34	24	26	29	20	33	30	33	30
Good analytical abilities	30	31	28	20	26	17	40	29	31	33

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are 's**

# Attributes most sought in a candidate – By industry

	Industry								
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Other Private sector	Pharmaceuticals
Base: Working	95	114	35	39	126	82	69	164	59
Good communication skills – Arabic & English	62	54	60	46	67	50	52	55	58
Team player - Cooperative / helpful / flexible	54	46	46	44	60	51	41	49	51
Good leadership skills	51	55	49	36	54	45	42	49	47
Ability to work under pressure	44	46	34	36	57	55	41	43	41
Trustworthy / Honest	55	40	37	38	50	40	43	45	36
Efficient / productive	54	40	37	33	40	46	33	45	42
Good negotiation skills	38	36	46	26	44	46	33	46	56
Overall personality and demeanour	41	32	29	41	39	40	33	48	44
Ability to take on challenges	36	41	37	33	41	41	42	35	41
Creative	43	29	29	36	43	27	41	32	32
Well experienced / knowledgeable	44	46	40	33	41	35	35	40	22
Good personal grooming	41	30	34	36	47	37	41	43	31
Good people management skills	37	32	31	28	40	38	39	34	19
Passionate / desire to make a difference	41	25	34	33	40	44	29	44	41
Technical skills	33	53	54	15	25	44	25	21	20
Good communication skills – English only	22	38	43	26	25	33	20	21	31
Good contacts / social network	34	32	29	23	25	28	26	29	32
Good analytical abilities	29	28	29	21	27	26	20	23	29

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are 's**



# Experience needed

- Over two-fifths of employers are seeking candidates with good managerial skills.
- One in three respondents (30%) state that they are ideally looking for candidates with sales and marketing or computer skills.



**Base: Working (2516)**

Q. What experience are you ideally looking for?

**All figures are %'s**

# Experience needed – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Managerial – ability to manage a team	45	38	35	49	47	49	43	40	45
Sales and Marketing	30	32	25	23	33	18	42	30	25
Computer skills	29	25	28	30	33	29	27	30	28
Administrative	26	24	25	34	23	25	30	30	35
Mid level experience (3 to 7 years)	26	25	23	30	33	25	23	20	25
Engineering	30	23	20	34	13	31	11	27	13
Senior level experience (7 to 10 years)	23	19	16	25	13	15	17	20	16
Public speaking/Giving Presentations	17	11	13	15	20	11	10	27	17
Junior level experience (less than 3 years)	15	15	11	13	20	11	14	20	16
Very Senior level experience, Department Head or Director (More than 10 years)	11	8	7	14	17	17	12	10	9
Secretarial	13	9	10	12	13	11	7	-	7
Teaching	4	7	10	6	7	11	4	7	13
Research/ Analytical	8	7	5	5	10	8	5	17	10
Advertising and Media	7	8	5	6	17	5	6	7	5
Medical	6	6	5	8	10	3	2	7	5
Journalism/Public Relations	5	3	5	3	7	5	2	-	6

Q. What experience are you ideally looking for?

**All figures are %'s**

## Experience needed – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Managerial – ability to manage a team	45	44	47	45	51
Sales and Marketing	34	38	34	23	28
Computer skills	31	19	39	32	36
Administrative	20	12	32	23	40
Mid level experience (3 to 7 years)	21	12	29	14	21
Engineering	21	19	15	27	17
Senior level experience (7 to 10 years)	19	12	14	23	15
Public speaking/Giving Presentations	20	19	20	14	15
Junior level experience (less than 3 years)	18	25	12	9	12
Very Senior level experience, Department Head or Director (More than 10 years)	17	12	15	23	9
Secretarial	9	12	10	5	8
Teaching	7	12	8	27	17
Research/ Analytical	10	6	14	9	11
Advertising and Media	9	12	12	5	8
Medical	4	-	2	5	6
Journalism/Public Relations	4	6	7	-	5

Q. What experience are you ideally looking for?

**All figures are %'s**

# Experience needed – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	175	58	343	111	126	41	52	113	123	126
Managerial – ability to manage a team	49	50	45	51	36	37	44	49	54	36
Sales and Marketing	25	28	13	52	13	51	21	27	33	25
Administrative	32	33	21	32	37	17	54	26	37	30
Secretarial	4	14	9	4	14	10	21	8	5	6
Computer skills	33	36	25	26	29	39	46	21	19	64
Public speaking/Giving Presentations	13	24	11	14	21	10	27	17	11	16
Journalism/Public Relations	3	7	2	4	6	2	12	4	2	5
Advertising and Media	6	7	3	6	6	10	12	4	4	7
Engineering	5	29	58	8	8	24	15	9	30	20
Medical	3	3	2	2	4	2	4	8	2	3
Teaching	7	5	3	3	60	2	15	6	2	9
Research/ Analytical	9	22	3	7	16	2	10	6	13	13
Junior level experience (less than 3 years)	15	17	11	17	10	2	15	19	11	21
Mid level experience (3 to 7 years)	26	33	25	16	21	20	29	25	25	33
Senior level experience (7 to 10 years)	22	16	25	14	16	12	21	15	24	28
Very Senior level experience, Department Head or Director (More than 10 years)	11	16	15	9	9	10	17	12	16	9

Q. What experience are you ideally looking for?

**All figures are 's**



# Experience needed – By industry

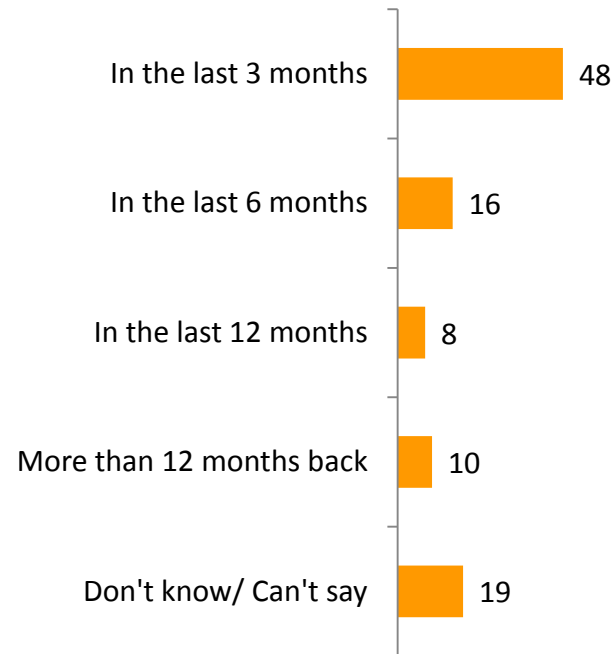
	Industry								
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Other Private sector	Pharmaceuticals
Base: Working	95	114	35	39	126	82	69	164	59
Managerial – ability to manage a team	31	38	46	51	41	46	43	45	37
Sales and Marketing	26	14	31	41	62	30	32	35	63
Administrative	22	19	11	54	29	24	25	27	15
Secretarial	14	8	11	13	11	6	9	13	3
Computer skills	22	22	26	21	33	28	22	30	25
Public speaking/Giving Presentations	15	6	11	28	17	18	20	15	20
Journalism/Public Relations	3	2	3	15	5	6	7	5	2
Advertising and Media	9	2	3	15	8	11	7	5	5
Engineering	7	54	69	3	4	27	-	17	7
Medical	56	2	6	3	2	1	-	1	27
Teaching	12	4	3	5	1	4	4	10	3
Research/ Analytical	8	5	6	15	8	10	1	6	10
Junior level experience (less than 3 years)	15	18	17	13	17	13	17	13	20
Mid level experience (3 to 7 years)	15	25	40	13	29	24	17	23	17
Senior level experience (7 to 10 years)	5	27	20	13	17	10	17	12	10
Very Senior level experience, Department Head or Director (More than 10 years)	11	13	6	8	10	11	14	9	2

Q. What experience are you ideally looking for?

**All figures are 's**

# Last time company hired new employees

- 64% of working respondents claim that their company has hired new employees within the past 6 months.
- One in 10 have done some hiring over 12 months ago.



**Base: Working (2516)**

Q. How recently in the past has your company hired any new employees?

**All figures are %'s**

# Last time company hired new employees – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
In the last 3 months	53	51	49	58	40	48	45	30	46
In the last 6 months	17	18	14	18	20	15	17	13	14
In the last 12 months	7	7	6	3	13	9	10	10	9
More than 12 months back	7	7	13	4	17	14	12	23	9
Don't know/ Can't say	16	17	18	18	10	14	17	23	22

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
In the last 3 months	45	25	34	36	43
In the last 6 months	16	19	15	5	13
In the last 12 months	10	12	10	14	7
More than 12 months back	11	25	8	23	12
Don't know/ Can't say	18	19	32	23	25

Q. How recently in the past has your company hired any new employees?

**All figures are %'s**

# Last time company hired new employees – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	175	58	343	111	126	41	52	113	123	126
In the last 3 months	49	47	44	55	40	44	21	52	47	44
In the last 6 months	14	14	19	21	14	17	23	13	14	19
In the last 12 months	6	7	10	6	10	7	10	9	12	13
More than 12 months back	9	12	9	9	7	7	15	11	10	10
Don't know/ Can't say	22	21	18	9	29	24	31	15	17	14

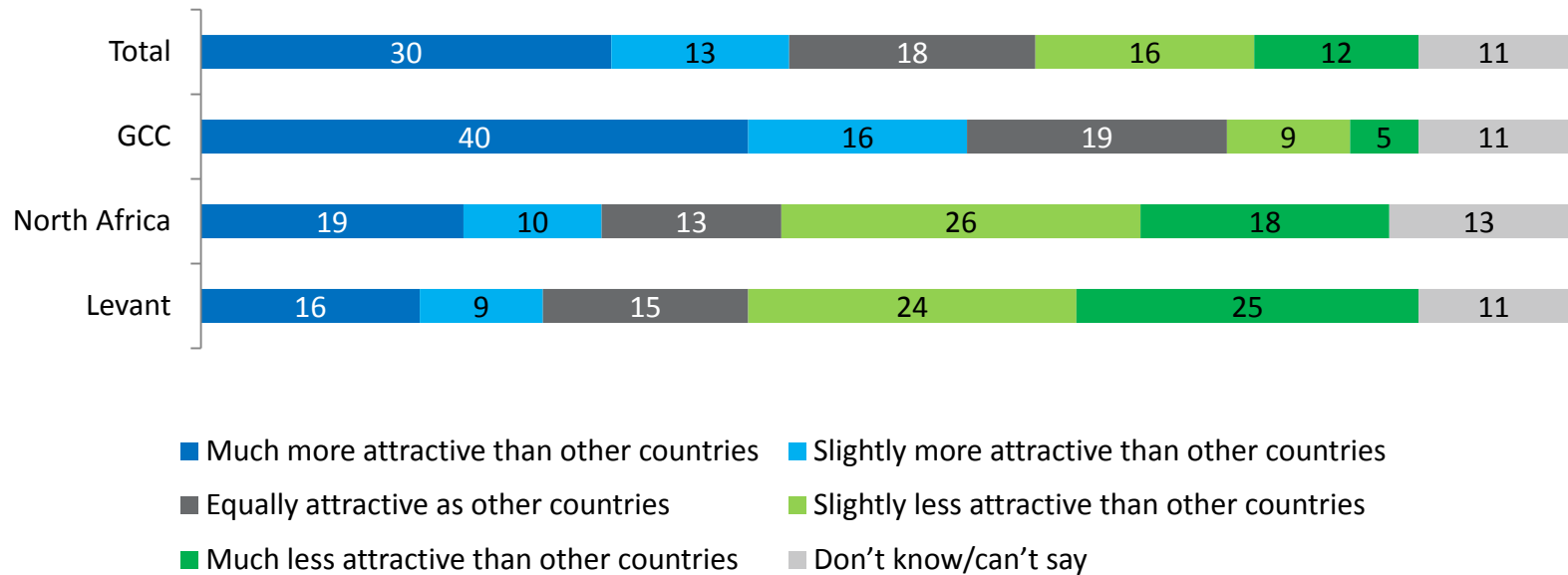
	Industry								
	Medical / Health Services	Oil, Gas & Petrochemicals	Other private sector	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Pharmaceuticals
Base: Working	95	114	164	35	39	126	82	69	59
In the last 3 months	56	40	54	46	44	67	51	52	56
In the last 6 months	13	15	15	23	10	10	15	17	17
In the last 12 months	7	9	4	9	10	5	6	9	3
More than 12 months back	3	14	6	6	10	11	9	7	12
Don't know/ Can't say	21	22	22	17	26	8	20	14	12

Q. How recently in the past has your company hired any new employees?

**All figures are 's**

# Attractiveness of job market in country of residence

- About 4 in 10 respondents (43%) believe that their country of residence is more attractive as a job market in comparison to other MENA countries.
- More respondents in the GCC (40%) and fewer in the Levant (16%) and North Africa (19%) believe that their country of residence is 'much more attractive' than other countries.



Base: All (2694), GCC(1431), North Africa (541), Levant (279)

Q. How attractive is your country of residence as a job market in comparison to other MENA countries?

All figures are %'s

# Attractiveness of job market in country of residence – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	527	341	306	153	33	71	99	31	149
Much more attractive than other countries	43	54	27	33	24	30	16	3	19
Slightly more attractive than other countries	15	18	16	15	18	20	8	-	11
Equally attractive as other countries	16	12	26	29	21	25	18	6	14
Slightly less attractive than other countries	11	3	11	10	15	11	27	16	23
Much less attractive than other countries	5	3	7	3	3	6	21	65	20
Don't know/can't say	9	9	13	11	18	8	9	10	13

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	424	19	73	25	443
Much more attractive than other countries	20	32	12	16	19
Slightly more attractive than other countries	10	11	8	8	7
Equally attractive as other countries	13	5	16	8	21
Slightly less attractive than other countries	28	16	23	24	22
Much less attractive than other countries	18	21	16	24	19
Don't know/can't say	11	16	23	20	12

Q. How attractive is your country of residence as a job market in comparison to other MENA countries?

All figures are %'s

# Attractiveness of job market in country of residence – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: All	175	58	343	111	126	41	52	113	123	126
Much more attractive than other countries	29	36	34	34	28	37	25	31	28	25
Slightly more attractive than other countries	10	10	15	14	10	5	17	16	13	15
Equally attractive as other countries	19	17	17	15	22	27	23	27	27	21
Slightly less attractive than other countries	17	16	15	18	13	15	8	9	18	20
Much less attractive than other countries	15	3	9	11	12	10	15	9	9	12
Don't know/can't say	10	17	9	7	14	7	12	8	6	7

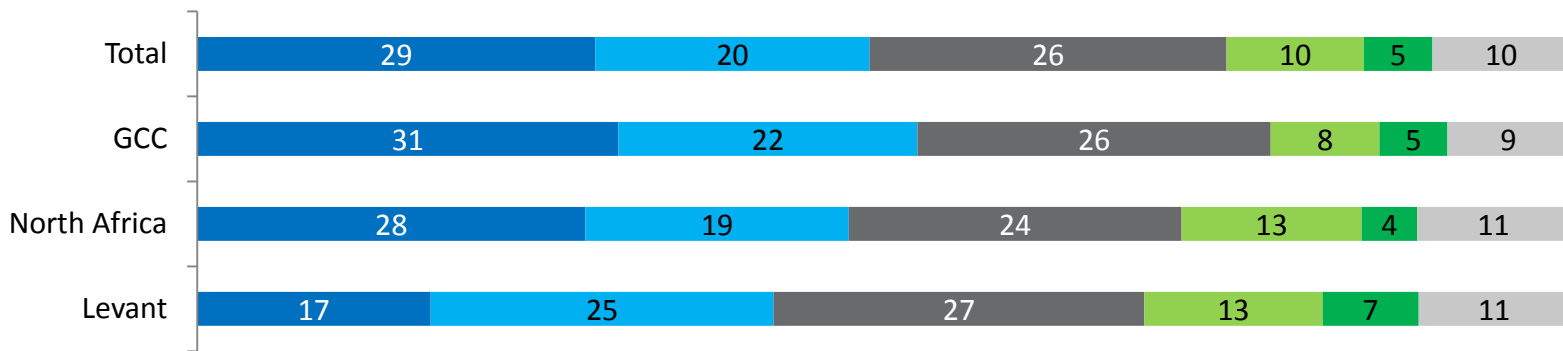
	Industry									
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	Other private sector	Pharmaceuticals	
Base: All	95	114	35	39	126	82	69	164	59	
Much more attractive than other countries	24	30	31	23	29	29	41	30	32	
Slightly more attractive than other countries	17	11	17	10	13	16	14	16	10	
Equally attractive as other countries	19	27	20	10	21	17	10	13	20	
Slightly less attractive than other countries	13	10	14	13	13	22	14	18	25	
Much less attractive than other countries	16	9	9	23	13	15	9	15	3	
Don't know/can't say	12	13	9	21	10	1	12	9	8	

Q. How attractive is your country of residence as a job market in comparison to other MENA countries?

All figures are 's

# Attractiveness of industry as potential employer

- Almost half (49%) of working respondents rate their industry as being more attractive as a potential employer in comparison to other industries.
- Around three in 10 rate their industry as 'much more attractive'.



- Much more attractive than other businesses
- Slightly more attractive than other businesses
- Equally attractive as other businesses
- Slightly less attractive than other businesses
- Much less attractive than other businesses
- Don't know/can't say

Base: Working (2519), GCC(1348), North Africa (490), Levant (248)

Q. How attractive is your industry as a potential employer in comparison to other industries?

All figures are %'s



# Attractiveness of industry as potential employer – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	496	321	294	142	30	65	84	30	134
Much more attractive than other businesses	31	38	28	29	13	18	15	17	18
Slightly more attractive than other businesses	22	22	18	20	27	28	29	27	22
Equally attractive as other businesses	26	24	25	31	30	29	25	27	29
Slightly less attractive than other businesses	7	5	10	9	10	12	12	10	14
Much less attractive than other businesses	4	3	6	5	13	6	11	7	5
Don't know/can't say	9	7	13	6	7	6	8	13	12

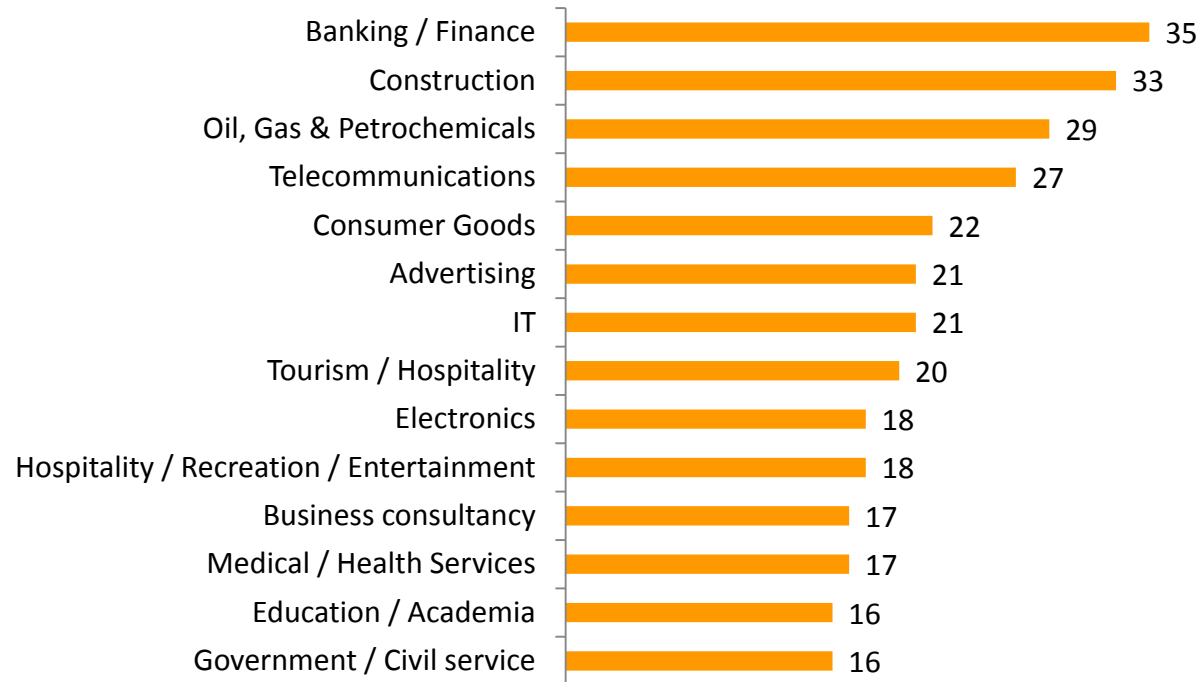
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	393	16	59	22	430
Much more attractive than other businesses	28	38	27	23	29
Slightly more attractive than other businesses	21	12	17	5	15
Equally attractive as other businesses	26	19	17	27	28
Slightly less attractive than other businesses	12	6	20	9	11
Much less attractive than other businesses	4	12	3	9	5
Don't know/can't say	9	12	15	27	12

Q. How attractive is your industry as a potential employer in comparison to other industries?

All figures are %'s

# Industries attracting/retaining top talent

- When asked which industry is attracting top talent, 35% of respondents chose the banking/ finance industry.
- A third identify construction as an industry which is attracting/ retaining top talent in their country of residence.



**Base: All (2694)**

Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?

**All figures are %'s**

# Industries attracting/retaining top talent – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Oatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	527	341	306	153	33	71	99	31	149
Banking / Finance	31	38	27	26	45	31	47	48	35
Construction	40	34	29	56	27	32	27	23	25
Oil, Gas & Petrochemicals	30	31	36	42	27	41	8	23	11
Telecommunications	30	21	18	21	9	17	30	29	27
Consumer Goods	24	19	16	20	21	23	21	45	17
Advertising	18	22	16	13	15	10	34	32	17
IT	19	20	19	21	12	11	33	29	22
Tourism / Hospitality	15	30	11	19	33	23	21	19	18
Electronics	21	18	18	8	21	14	16	23	19
Hospitality / Recreation / Entertainment	14	32	23	24	42	23	20	10	15
Business consultancy	24	21	12	17	27	14	19	10	13
Medical / Health Services	20	18	16	20	9	20	14	19	23
Education / Academia	13	15	12	16	21	15	17	16	17
Government / Civil service	14	19	16	22	18	23	4	19	17

Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?

All figures are %'s

# Industries attracting/retaining top talent – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	424	19	73	25	443
Banking / Finance	38	32	23	20	41
Construction	25	26	38	24	29
Oil, Gas & Petrochemicals	29	11	36	16	25
Telecommunications	34	26	37	16	29
Consumer Goods	22	37	33	20	24
Advertising	25	26	18	12	25
IT	18	26	27	32	25
Tourism / Hospitality	26	47	27	32	13
Electronics	20	21	36	24	15
Hospitality / Recreation / Entertainment	13	21	7	12	13
Business consultancy	14	11	11	20	16
Medical / Health Services	14	16	25	24	13
Education / Academia	10	26	15	12	30
Government / Civil service	11	16	18	12	18

Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?

All figures are %'s

# Thank you

